

30 June 1949

1. The Management Office is responsible for the following functions:

- a. Develop organization and functions of each activity for the best operation of CIA.
- b. Improve functional organization and operations to secure efficiency, prevent overlaps and waste.
- c. Ascertain manpower and organizational needs.
- d. Constantly review all offices and activities of CIA to keep the Agency alive and well.
- e. Coordinate all administrative support with operational programs.
- f. Foster and observe program planning.
- g. Establish T/O's and ceilings and supervise allocation of personnel.
- h. Operate the overall forms program, including design, utilization, standardization and control.
- i. Operate an overall reports control. (A minor activity at present, which needs development.)
- j. Prepare and maintain the operational analysis handbook.
- k. Advise for all administrative matters, applying common sense as much as possible.
- l. Coordinate with the Office of the Budget for the CIA budget estimates.
- m. Constant survey and procedural review to maintain CIA as a thoroughly efficient operation.

2. To all of the above, we apply the rule of past, present and future. We examine the past for the successes and failures of private industry, the services and other governmental agencies. From those findings and with common sense we apply the lessons learned to the present. Then with what we have in hand, we endeavor to look to the future, so that today's problems can be licked when they are small,

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instead of waiting until they are grown. You can kill a lion cub with a small stick - his daddy is a bigger job.

3. As far as Management is concerned, the mission of CIA is the master. The officers and staffs must, therefore, by the slaves to serve the master.

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